

**ADMINISTRATIVE-INTERNAL USE ONLY**

28 September 1972

MEMORANDUM FOR: Chief, SPD

SUBJECT : PPB Portion of 1972 DD/S Briefing

Attached are my contributions for the 1972 SPD briefing of the DD/S as follows:

Programs  
Accomplishments  
Problems  
Possible Solutions for Consideration  
Goals and Objectives



Chief, PPB

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PPB PROGRAMS

1. Professional EOD Orientation
  - Appointment
  - Oath of Office
  - Personnel Briefing
  - Program Coordination
    - Office of Security, BSD, MMPD,
    - Credit Union, EAA
2. Career Service Support
  - Monitor On-Duty Strength
  - Manpower Utilization
  - Vacancy Notices
  - Reassignment and Career Counseling
  - Follow-up and Career Provisional Interviews
  - Fitness Reporting
  - Personnel Actions
  - Competitive Promotion, Quotas and CSGA
  - Quality Step Increases
  - Pre-Exit Interviews
3. Equal Employment Opportunity Counseling

PPB ACCOMPLISHMENTS

1. Vacancy Notices - One of the most significant events in placement activities was the publication of an Agency-wide vacancy notice in April. While this program is still in its early stages, it offers considerable promise for increasing the reassignment opportunities of Agency employees.

2. Component Personal Contacts - The placement officers gave considerable attention to having frequent face-to-face meetings with their components, and this resulted in 158 recorded personal contacts. We believe that these visits to the operating offices have increased our rapport with the personnel officers and have given us a clearer understanding of their problems. The frequencies of their calls and visits to

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PPB ACCOMPLISHMENTS (Continued)

our offices gives some indication that they value the support we have provided. A more noticeable example of the value of such a program has been the requests from offices for briefings and discussions on a variety of personnel and career management subjects. We briefed the FMSAC Career Service Board on promotion controls and planning, met with [ ] officers on competitive promotion procedures, and talked with nearly all the personnel officers representing career services regarding the CSGA and [ ] promotion quota.

3. EEO Training - Each of the placement officers completed the Civil Service Commission's course in Equal Employment Opportunity Counseling during the year. In addition, the Branch Chief took a CSC course regarding the Role of the Federal Manager in EEO, one officer previewed an EEO training film at CSC, and another officer attended a briefing at the Commission on EEO programs of the Department of Commerce. We also sponsored a placement officer to attend the Annual Conference of the Society of Personnel Administration where a session was held on "Equal Opportunity through Effective Employee Development."

4. Review, Control and Follow-Up - The Branch established an excellent record in the areas of review of actions, promotion controls and follow-up on delinquent reports and forms. In several cases, we worked directly with PMCD to effect immediate position changes which avoided improper slotting which had been proposed for promotion purposes. The various career services ended the year well within their assigned quotas and our average grade showed only a slight increase. Finally, we had some impact on the continuing problem of delinquent fitness reports. We required current fitness reports wherever they were appropriate for personnel action requests, followed-up with components that had reports late for three months or more and initiated memoranda to directorate administrative officers to seek their assistance in obtaining long overdue reports.

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PPB PROBLEM AREAS

1. Emphasis on Review and Monitoring -  
Activities - The principal functions of the Branch involve reviewing decisions and solving problems resulting from actions already taken by operating components. Our contributions are necessarily limited by the necessity to take negative action in order to stimulate personnel management improvements.
2. Top Level Support - The continuing interest and support of top management is needed in order to solve problems such as:  
Over-qualified or under-utilized Employees  
Lack of Opportunity for Upward Mobility Among Non-Professional Employees  
Improper use of Personal Rank Assignments  
Delinquent Fitness Reporting
3. Feedback to Career Services - It is extremely difficult to properly inform Career Services of the results of various interviews and review activities. Problems in this area include:  
Reluctance of Employees to be quoted to supervisors.  
Over-reaction to individual comments or criticism.  
Extensive research required to understand and evaluate employee comments.
4. Staffing Requirement - Our ability to support over 20 Career Services and carry through the new program of career provisional interviews is severely limited by the availability of only four placement officers.

POSSIBLE SOLUTIONS FOR CONSIDERATION

1. Provide periodic reports to Career Services which would summarize impressions and trends observed in interviews, fitness reports, QSI's, strength and in-process figures, and promotion reviews.

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POSSIBLE SOLUTIONS FOR CONSIDERATION (Continued)

2. Review Position Requirements - There are elements of the placement officer positions which could be performed by lower graded personnel. These duties are primarily in the areas of review and control. Consideration will be given to the possibility of establishing Personnel Assistant positions which would relieve the placement officers of many such duties and would also provide upward mobility opportunity.

3. Combine PSB and PPB - It may be possible to provide additional manpower and establish assistant positions through a combination of these functions.

GOALS AND OBJECTIVES

1. Provide Leadership Toward Improved Personnel and Career Management - The functions performed by placement officers are concentrated in the areas of review and control where it is necessary to evaluate proposed actions in the eleventh hour and where a negative stand is required in order to accomplish needed improvements. We would like to provide leadership toward improved personnel and career management by emphasizing positive actions. This would involve giving them timely information gathered from our reviews and in furnishing the career services with suggestions, comparisons and examples of successful programs.

2. Emphasize Personal Contact - In order to be positive, we must continue and expand our program of face-to-face contact with the operating components. This will enable us to become familiar with the personnel and policies of each office and to exchange information and ideas. It should also facilitate the acceptance of suggested changes and improvements.

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GOALS AND OBJECTIVES (Continued)

3. Improve our EOD Orientation Program through a careful review and evaluation of its objectives, content and presentation.

4. Develop suggested guidelines for Component Orientation Programs and encourage offices to give increased attention to their indoctrination of new employees.

5. Further the EEO Affirmative Action program of the Agency through the identification and promulgation of successful procedures and approaches.

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## DDS Briefing - Suggested Input from OSB

- 1) Clerical "Shortfall" - 192 eqmts. in Sept.; 92 TAS assignments.  
Recruitment increase  
Continued use of Provisional EOD; advantages and disadvantages of eliminating Provisionals
- 2) Follow-up Interview Analysis; also, impact of OPI on intr. load.
- 3) Increased activity in internal reassignments; Vacancy Notices.
- 4) Shortened EOD procedures - more time for training, medical appts and polys.
- 5) Two Upward Mobility Programs; second group trained at CSC (7 wks); placement/transportation problems.
- 6) Summer-Only Program - Difficulty in timing of "mass" Briefing by ; EOD's early May thru June and Resignations 1 Aug. thru 15 Sept.
- 7) Improvements in TAS space & facilities: more electric typewriters; radio installation; new cabinets on order; establishment of "library"; addition of wall hangings; plans for lounge; doorways 316-317 and between TAS-CSB space.  
Problems: no elevator service; inadequate restroom facilities.
- 8) Evangeline arrangements - move to Hamilton in spring; low cost (less than \$5. per day for room and 2 meals) and convenience generally outweigh disadvantages (neighborhood and crabby female management).
- 9) Marijuana experimentation - delay in initiation